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The Coordinating Board, Texas College and University System was established to coordinate higher education in the state and to eliminate existing duplication in programs. This blueprint was developed by the Board to make room for increasing numbers of college students and to provide a rising level of educational quality by the most effective methods possible. The Board proposes that the higher education system of Texas be divided into 3 interrelated groups: a community junior college division, a division of senior colleges with program expansion possibilities through first-level graduate offerings, and a division of universities with program jurisdiction over graduate work at the doctoral level and post-baccalaureate professional education. Community junior colleges would provide 2 years of college training or a technical-occupational skill for all who wish to continue their education or improve their economic status. The 7 detailed recommendations presented for the senior colleges are based on projected enrollment increases up to 1980 and on the maintenance of quality education through careful program planning. Doubling of the current medical and dental school enrollments is suggested, to produce the manpower required for alleviating the state's critical shortage of physicians and dentists. Projected financial needs may approximate $404,200,000 annually for educational programs and $401,400,000 for facilities by 1975. (WM)

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# CHALLENGE FOR EXCELLENCE

A Blueprint For Progress In Higher Education

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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# CHALLENGE FOR EXCELLENCE

***Since the dawn of civilization, man has known an unquenchable thirst for knowledge. Our generation is the beneficiary of centuries of toil by scholars who have preserved the fruits of enlightenment. Yet in our own time, the explosion of knowledge has outpaced the legacy we inherited and has focused a new urgency on the entire field of education. We are caught in a tide of space age change in which excellence in education is fast becoming a fundamental instrument of survival and the common denominator of opportunity and security for any state or nation. Today, as never before, the leadership of Texas, both in public service and private endeavor, is united in dedication to a growing and better educational system as the vital key to our future. It is with a sense of urgency and a deep concern for the young people of Texas that the aspirations and judgments herein are presented.***

Higher education in Texas has come a long way since 1840 when Rutersville University was established by a Methodist minister to become the first permanent institution of higher learning in the state.

Little did the Texas Legislature realize 30 years later when creating the first public institution of higher learning—Texas A&M—what the college and university demands would be by today.

The student enrollment of 375,000 is already 165,000 more than the entire population of Texas during the days of Rutersville

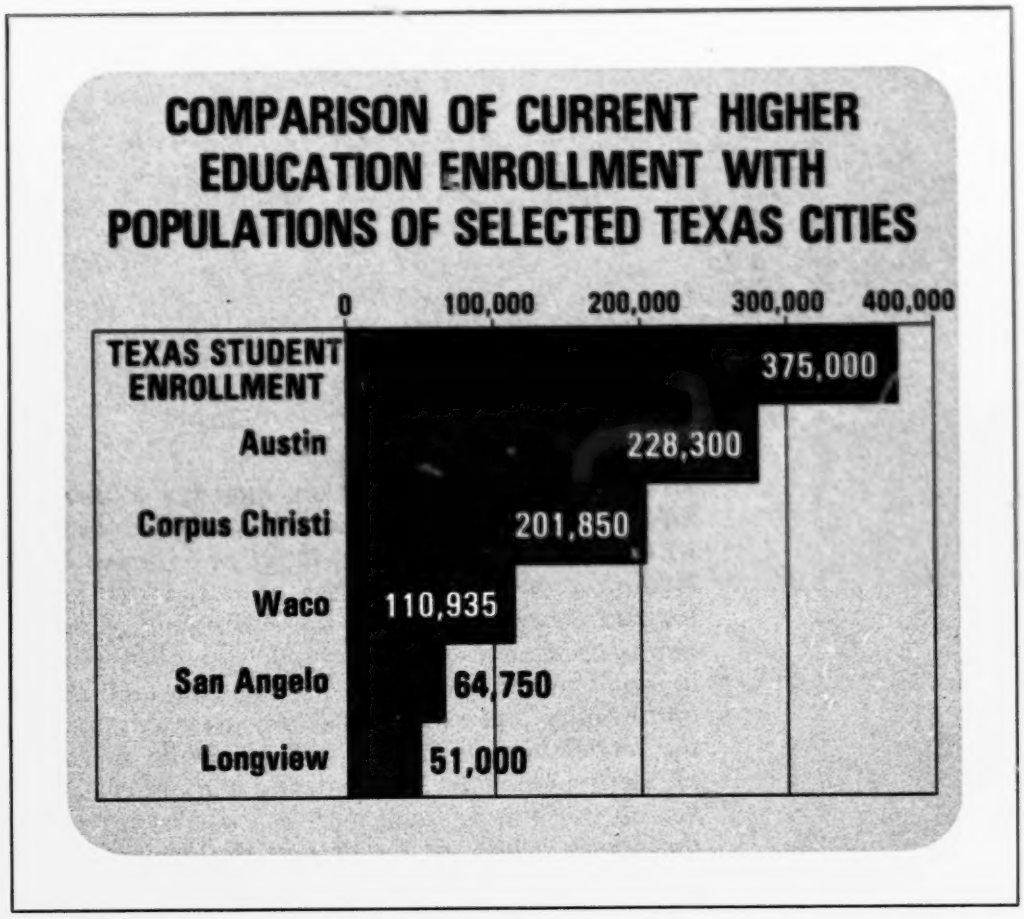



FIG. 1—CURRENT TOTAL STUDENT ENROLLMENT EXCEEDS COMBINED POPULATION OF AUSTIN, SAN ANGELO AND LONGVIEW.

University, and is larger than the total combined population today of Austin, San Angelo and Longview.

Higher education is the largest industry, either private or public, in Texas today.

There are 115 college and university campuses in Texas to accommodate a college-age population of 1.3 million.

Facilities for higher education in Texas cover 62 million square feet of floor space, more than 1,423 acres of educational buildings.

Public colleges and universities alone have facilities valued at more than $1 billion, and own more than 70,000 acres of land.

Public institutions offer 33,000 different courses and 105 different degrees.

A total of $345 million will be spent this year in public education in Texas.

There are 29,800 persons employed in public senior colleges and universities alone.

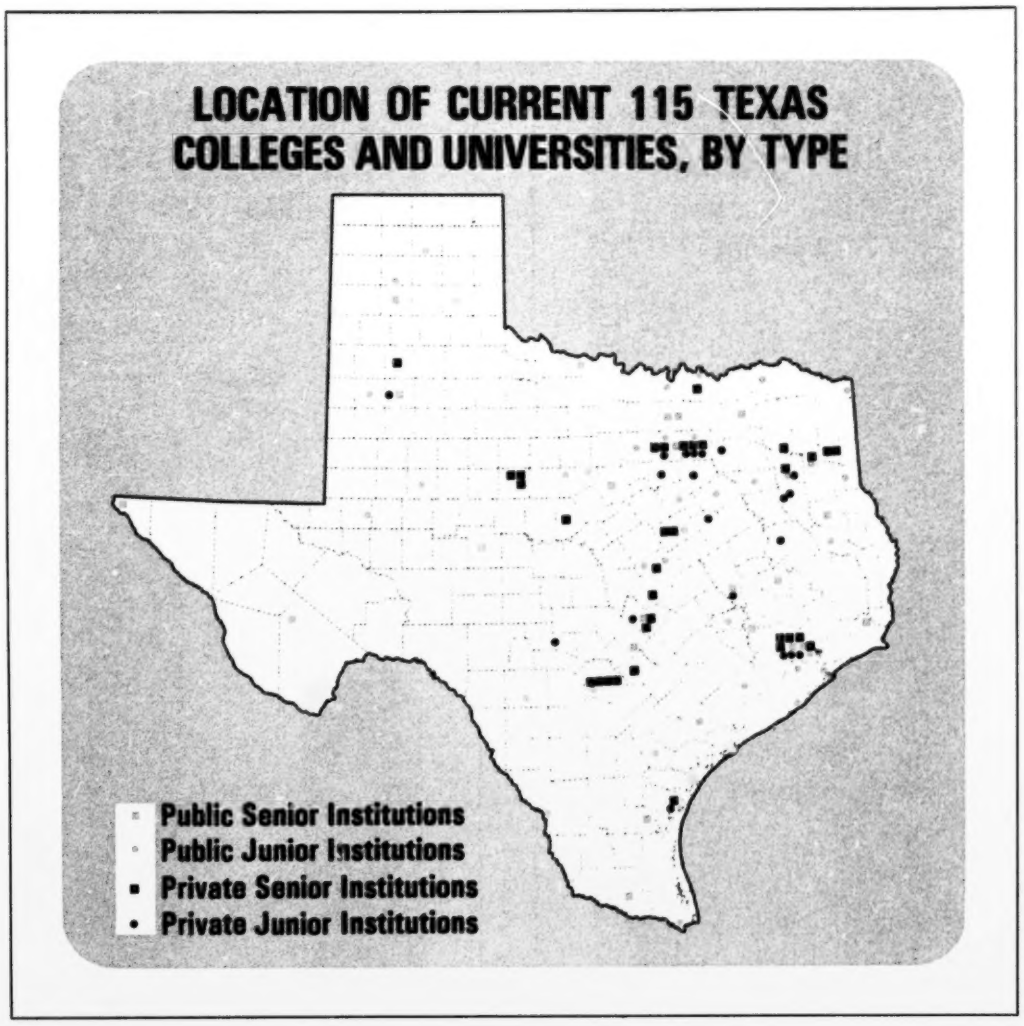

LOCATION OF CURRENT 115 TEXAS COLLEGES AND UNIVERSITIES, BY TYPE
Public Senior Institutions
Public Junior Institutions
Private Senior Institutions
Private Junior Institutions

**FIG. 2**—THE VAST TEXAS HIGHER EDUCATIONAL SYSTEM INCLUDES MORE THAN 100 PUBLIC AND PRIVATE INSTITUTIONS

The Texas Legislature of 1965 realized the magnitude of higher education in the state and the need for coordination of this vast, complex industry. The Legislature created the Coordinating Board, Texas College and University System, expressly to end growing and costly duplication in a mass of college programs and bring about needed coordination in higher education.

The legislative mandate to the Coordinating Board, written into the act which created it, is explicit:

> "To establish in the field of public higher education in the State of Texas an agency to provide leadership and coordination for the Texas higher education system, institutions and governing boards, to the end that the State of Texas may achieve excellence for college education of its youth through the efficient and effective utilization and concentration of all available resources and the elimination of costly duplication in program offerings, faculties and physical plants."

The task is challenging. The higher education industry, already the largest in Texas, today, promises to double in size again in the next decade.

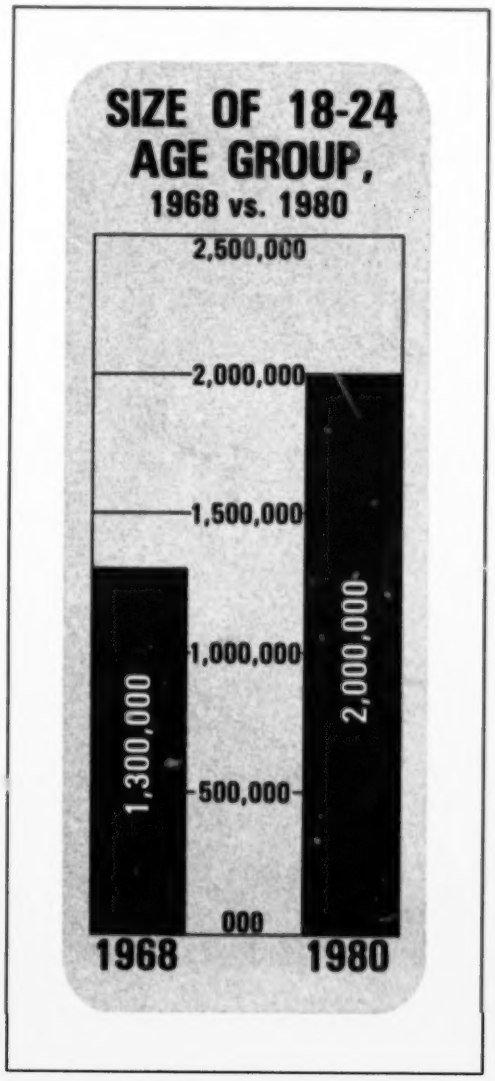



FIG. 3—COLLEGE AGE GROUP WILL JUMP 700,000 BY 1980

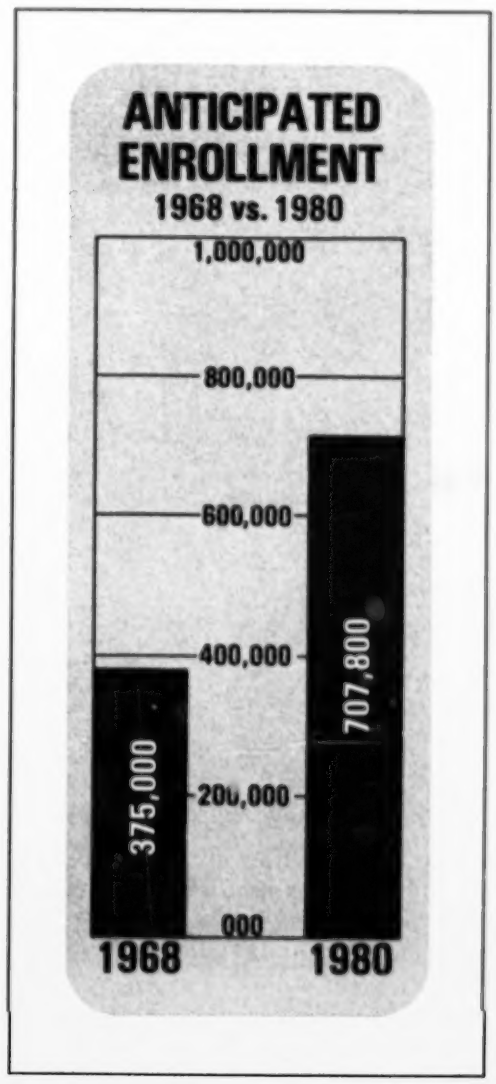



FIG. 4—STUDENT TOTAL IS DUE TO SOAR BY 102%

Two million residents of Texas will be of college age—between 18 and 24—by 1980, compared with 1.3 million today.

The 375,000 enrollment in public and private institutions in 1968-69 is projected to increase by 89 percent to 707,800 by 1980.

Enrollment in public colleges and universities will increase 102 percent by 1980.

Enrollment in private colleges and universities will increase 34 percent by 1980.

Forty percent of the college-age residents of Texas will attend college in 1980, compared with 27.3 percent this year.

Graduate and professional program enrollment will triple by 1980, from 37,400 students this year to 90,700.

Freshman and sophomore students will increase from the current 248,200 to 460,100 by 1980.

Junior and senior enrollment will grow from the present 87,100 to 157,000.

- Junior colleges will have 60 percent of the freshman-sophomore enrollees by 1980, compared with 40 percent this year.

- Eighty percent of Texas' college-age residents will reside within the 23 Standard Metropolitan Statistical Areas in 1980.

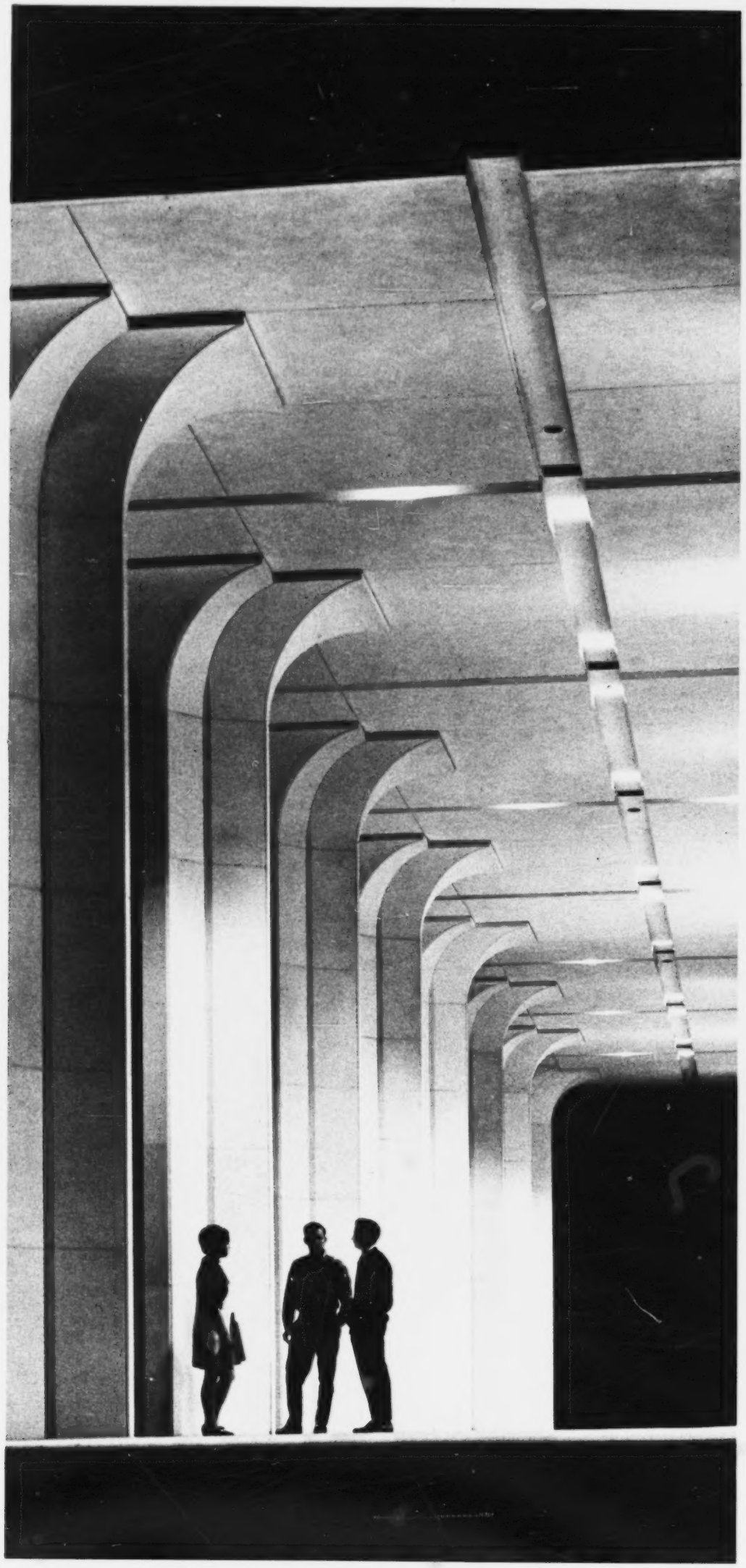
As charged by the Legislature, the Coordinating Board has worked steadily on the continually growing problem and developed the following "Blueprint for Progress in Higher Education" to (1) take care of the rapidly increasing growth in enrollment; and, (2) provide a rising level of excellence in higher education, by the most efficient and effective methods possible.

This blueprint is built on the concept that the Texas higher education system should be arranged in three component groups, each related formally and legally to the others, but each with specific roles, specialized governance, and interlocking central coordination.

These groups should be:

1. A community junior college division.
2. A division of senior colleges with program expansion possibilities through first-level graduate offerings.
3. A division of complex universities with program jurisdiction over doctoral-level graduate work and post-baccalaureate education for the professions.

JUNIOR
COLLEGES



Every Texan should be afforded the opportunity to attend college and succeed or fail on his own efforts.

The Coordinating Board feels the community junior college can go a long way towards bringing about such opportunity. It is the basic plan of the Board that the community junior college become an institution where Texans can extend their formal education at least two years, either by obtaining the first two years of a baccalaureate education or a technical-occupational education providing them with tools for improving their economic opportunities. It should also serve the community with updating and upgrading educational opportunities and cultural and public service programs.

The Coordinating Board plan for community junior colleges includes the following basic policy:

- Community junior colleges should be located within reasonable distances of all persons within the state who could logically benefit from attending.

- Each college must meet minimum criteria in student enrollment. Unless these criteria are met, the college will become an unnecessarily heavy economic burden to the community.

- The institutions are to be basically commuting colleges.

- No community junior college should be viewed as a "starter institution" intended to become a four-year baccalaureate institution.

Community junior colleges are educational institutions designed to provide technical-occupational programs for some, lower-division college courses for others, and a means for all citizens to continue their education or attain new occupational skills.

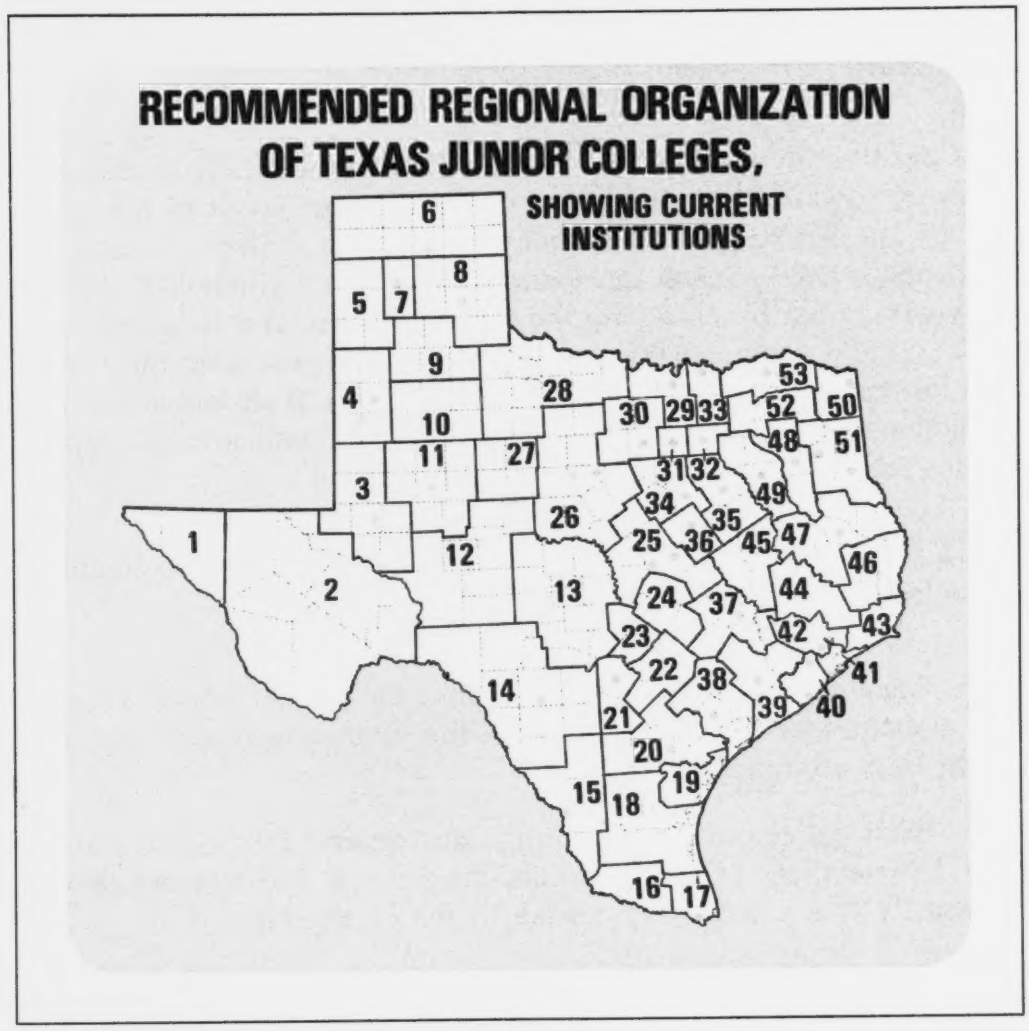
To carry out this basic policy, the Coordinating Board makes the following recommendations:

1. No new public community junior college should be authorized until

   (a) It is determined that the transfer-level division of the proposed college will enroll at least 500 full-time student equivalents no later than the third fall term following the opening of the institution;

   (b) It is determined that the proposed college has a potential of at least 1,000 full-time student equivalents in all degree and certificate programs no later than the fifth fall term after the opening of the institution.

2. The state should be divided into 53 geographic regions having certain student population characteristics, as outlined on Map A. (See MAP A)




MAP A

FIG. 5—BOARD SEES NEED FOR MINIMUM OF ONE COMMUNITY INSTITUTION IN EACH PROPOSED DISTRICT

The regions—representing areas from which most of the community junior college students should and will come and areas where at least one community junior college district is feasible during the next 20 years—are flexible and subject to change at such times as seem reasonable and practical.

Public community junior college districts have been established in 34 of the proposed regions, each with at least one college. Two colleges exist in each of six of the regions. The Coordinating Board has no argument against the establishment of more than a single campus in an area where student population is projected to increase to the extent that each campus will have the potential to meet minimum criteria. Planning for any branch campus, however, must involve careful assessment of need, detailed cost projections, and an in-depth study of the effect the proposed new campus will have on the total educational effort within the region and the state.

Nineteen of the regions do not now have community junior colleges within their borders. It is not suggested that colleges be established immediately in these regions, but each region does offer the posssibility and potential for establishing and maintaining a community college within the next 20 years.

The Board recommends the following basic policy for financing the community junior college system:

No new public community junior college should be authorized until determination has been made that an adequate fiscal base has been provided for a quality program designed to serve at least the minimum enrollment requirements. The Coordinating Board also proposes to offer aid and encouragement to existing community junior colleges in their efforts to expand their tax districts to provide adequate bases for capital outlay and maintenance.

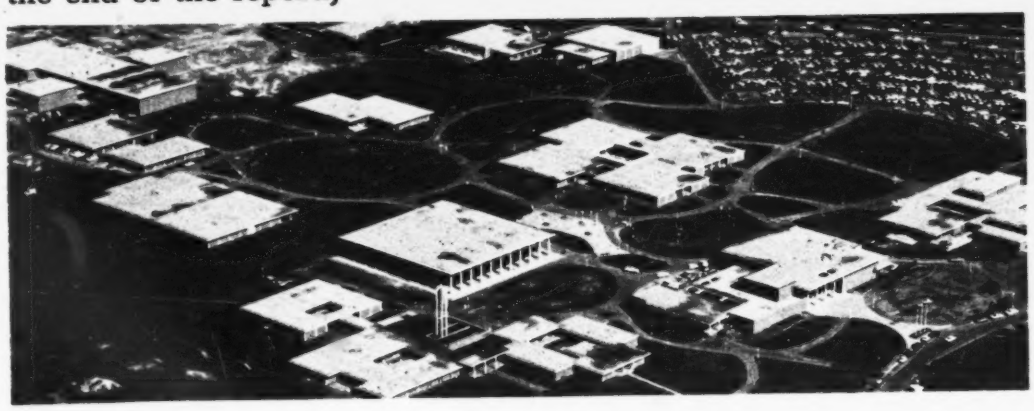
The Board urges the state to finance the transfer-level curriculum by a method based on a formula system which would determine state appropriations in four areas of instructional costs (general administration and student services, faculty salaries, departmental operating expenses, and library). Such a state policy would permit new as well as existing districts to use local tax funds and tuition for construction and operation of physical plants and maintenance of facilities.

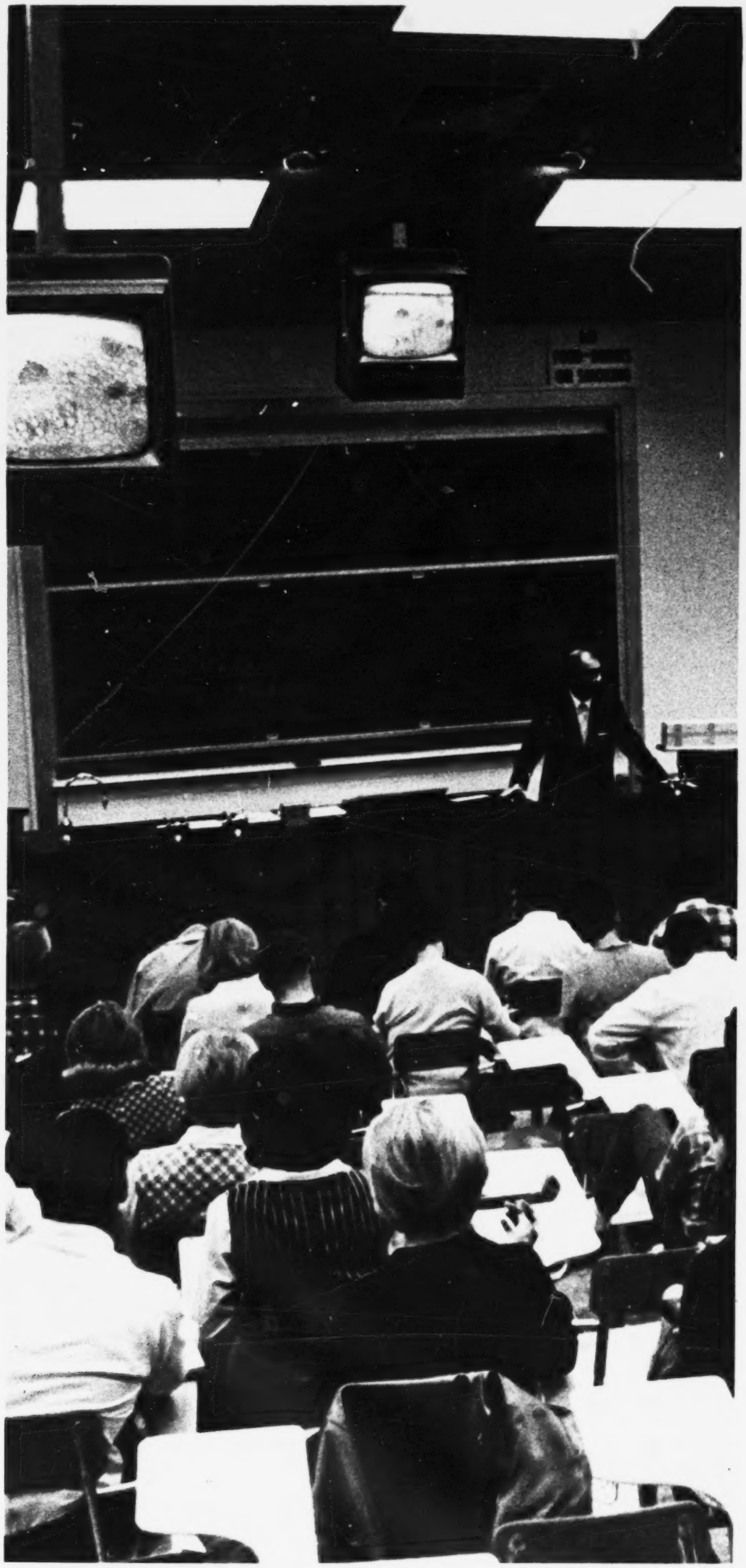
The Board recommends that recognition be given to the necessity of funding of quality technical-occupational programs by the state through an approved formula system. This approach to financing could be used to develop a line-item appropriation similar to the transfer-level programs.

The Board recommends that lump-sum contingency appropriations be made each year in both the transfer-level and technical-occupational programs. These contingency appropriations would provide for the expected increase in public community junior college enrollments between the "base period" and the fiscal year in which the appropriations become effective.

Finally, the Coordinating Board will encourage community junior colleges to contract with other educational institutions for courses and services in special fields. This contracting plan will hold that the community junior college may make available its facilities to the high schools of its area, on a contractual basis, for appropriate courses when feasible. Likewise, when it is clear that a private institution can offer course work of comparable quality at less cost, the community junior college should be encouraged to contract with the private institution for the work. In some cases, when private institutions can make available expensive adjuncts to a student's community junior college course of study, the college should be encouraged to subsidize the student's participation in such work.

(Overall costs for the system are included in the Financial Section at the end of the report.)





It is one thing to construct buildings to house the growing numbers of students of the future, but it is quite another to maintain a rising level of educational excellence at the same time.

The Coordinating Board had to meet this problem in planning senior college and university growth through 1980.

There were several alternatives to consider:

1. Existing senior colleges and universities could be allowed to expand their enrollments to the totals required.
2. The state could contract with private colleges to add to their enrollments and help accommodate new students of the future.
3. Enrollments could be stabilized and new senior units planned.

Many hours of research were devoted to the problem. Many reams of working papers have been accumulated spelling out the reasons for the Coordinating Board's recommendation.

The decision was reached by using the three main points sought in the "Blueprint for Progress in Higher Education"—(1) caring for the growing number of students (2) while maintaining a rising level of excellence in the educational system (3) in the most efficient and effective program possible.

Higher education system facilities of Texas should not become warehouses for the multitudes. The system should continue on the present course in quest of excellence.

To do this, enrollments in public senior colleges and universities must be stabilized and appropriate new units authorized.

To allow existing institutions to grow without limitation would be to ossify a process which deters institutions from emphasizing academic excellence because they remain in a state of enrollment increase crisis.

This ossification does much more to destroy the excellence Texas seeks in its higher educational system:

It causes college and university leaders such concern with annual enrollment increases that they cannot devote appropriate energy to the careful development of student programs.

It prohibits careful development of faculty involvement in academic life or studied evaluation of faculty performance and faculty needs because the frenzied recruitment and minimal orientation of new faculty in large numbers erode time and effort for other undertakings.

It prohibits stabilization of existing curricula, acquiring sufficient equipment, and maintaining adequate library acquisition levels.

It keeps a campus in a continuous upheaval of construction, renovation, and land acquisition in a hectic effort to keep up.

College presidents were asked to estimate the probable growth of their campuses through 1980 without consideration of new institutions. The estimates showed four institutions would top 30,000 students, four others more than 20,000, and another five would surpass 15,000.

Such growth would cause a wide range of problems for various college communities:

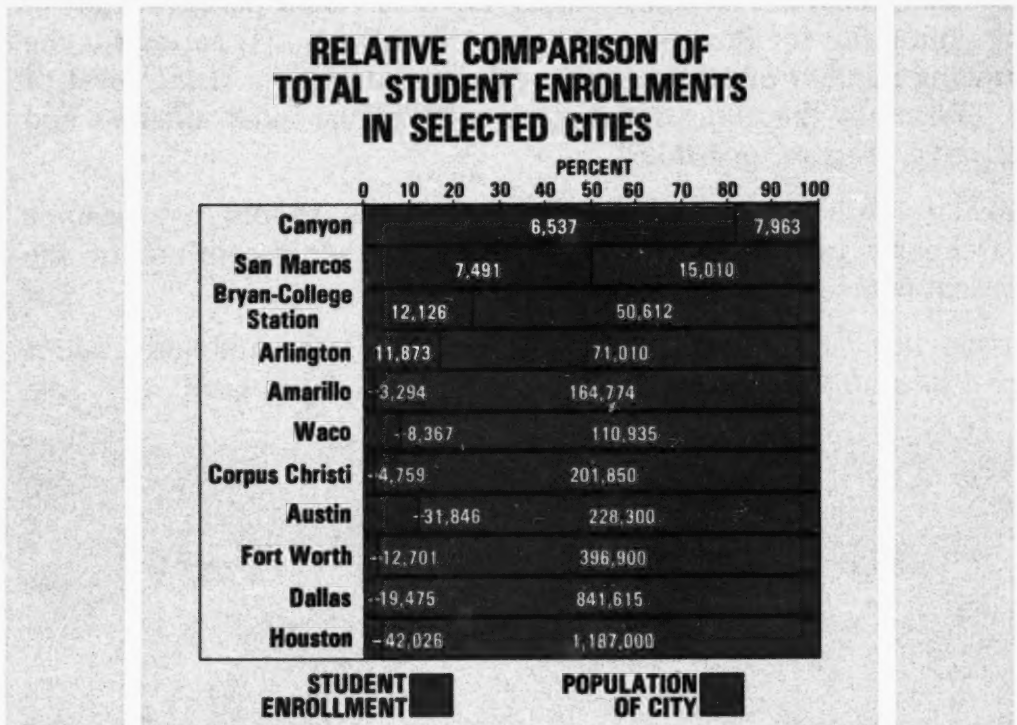



**FIG. 6**—STUDENT ENROLLMENTS DOMINATE SOME COMMUNITIES WHILE LARGE METROPOLITAN AREAS HAVE LOW STUDENT DENSITY.

A few colleges would have more students than the non-student population of the immediate community.

Utility systems would need to be rebuilt in some locations.

Police and fire protection would become major problems. Traffic patterns would be unduly complex.

Tax burdens on local citizens to provide required municipal services would be excessive.

Several Standard Metropolitan Statistical Areas would remain without senior colleges.

Colleges in small population centers would need to continue heavy dormitory building programs and cope with the service and administrative structures and the sociological problems which accompany large resident student populations.

In consideration of these factors, the Coordinating Board makes the following recommendations to the Legislature and Governor:

That existing colleges and universities expand to care for student needs in the state until September, 1972, with proposed enrollments to that date generally in accord with those shown below.

PROPOSED SENIOR COLLEGE AND UNIVERSITY HEADCOUNT ENROLLMENTS, SEPTEMBER, 1968 – SEPTEMBER, 1971

| | 1968 | 1970 | 1971 |
|---|---|---|---|
| THE UNIVERSITY OF TEXAS/AUSTIN | 31,250 | 32,500 | 34,800 |
| THE UNIVERSITY OF TEXAS/EL PASO | 10,100 | 10,900 | 12,600 |
| THE UNIVERSITY OF TEXAS/ARLINGTON | 12,850 | 14,000 | 16,500 |
| TEXAS A&M UNIVERSITY | 12,900 | 13,850 | 15,800 |
| TARLETON STATE COLLEGE | 2,500 | 2,750 | 3,300 |
| PRAIRIE VIEW A&M COLLEGE | 4,100 | 4,250 | 4,550 |
| TEXAS TECHNOLOGICAL COLLEGE | 19,400 | 20,600 | 23,500 |
| NORTH TEXAS STATE UNIVERSITY | 15,000 | 15,800 | 17,500 |
| LAMAR STATE COLLEGE OF TECHNOLOGY | 10,800 | 11,500 | 13,100 |
| TEXAS A&I UNIVERSITY | 5,750 | 6,150 | 7,150 |
| TEXAS WOMAN'S UNIVERSITY | 5,000 | 5,250 | 5,950 |
| TEXAS SOUTHERN UNIVERSITY | 4,200 | 4,500 | 5,000 |
| MIDWESTERN UNIVERSITY | 3,350 | 4,000 | 4,650 |
| UNIVERSITY OF HOUSTON | 23,150 | 24,500 | 28,000 |
| PAN AMERICAN COLLEGE | 4,300 | 4,700 | 5,600 |
| EAST TEXAS STATE UNIVERSITY | 9,300 | 10,400 | 12,200 |
| SAM HOUSTON STATE COLLEGE | 7,200 | 8,600 | 10,300 |
| SOUTHWEST TEXAS STATE COLLEGE | 8,100 | 9,000 | 11,000 |
| WEST TEXAS STATE UNIVERSITY | 7,200 | 7,900 | 9,600 |
| STEPHEN F. AUSTIN STATE COLLEGE | 9,100 | 10,000 | 12,300 |
| SUL ROSS STATE COLLEGE | 2,050 | 2,150 | 2,400 |
| ANGELO STATE COLLEGE | 3,100 | 3,650 | 4,700 |
| PLACES AVAILABLE | 211,900 | 242,550 | 280,300 |
| PLACES NEEDED | 211,900 | 235,500 | 280,300 |

**FIG. 7**—BOARD RECOMMENDATIONS PROVIDE FOR UNRESTRICTED ENROLLMENT GROWTH THROUGH 1971.

That enrollment of state senior colleges and universities in September, 1972, and thereafter be in accord with maximums set by the Coordinating Board on an annual basis beginning in September, 1972, and continuing through the fall of 1980 as shown below.

PROPOSED SENIOR COLLEGE AND UNIVERSITY HEADCOUNT ENROLLMENTS, SEPTEMBER, 1972 – SEPTEMBER, 1980

| | 1972 | 1974 | 1976 | 1978 | 1980 |
|---|---|---|---|---|---|
| UT/AUSTIN | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| UT/EL PASO | 13,600 | 14,400 | 15,300 | 16,500 | 17,000 |
| UT/ARLINGTON | 17,300 | 18,100 | 19,150 | 19,700 | 20,000 |
| TEXAS A&M | 16,800 | 17,400 | 18,200 | 18,800 | 20,000 |
| TARLETON | 3,500 | 3,800 | 4,300 | 4,600 | 4,700 |
| PRAIRIE VIEW | 4,700 | 4,900 | 5,250 | 5,550 | 5,800 |
| TEXAS TECH | 24,200 | 24,900 | 25,900 | 26,700 | 27,000 |
| NORTH TEXAS | 18,300 | 19,100 | 19,800 | 20,200 | 20,300 |
| LAMAR | 13,900 | 14,700 | 15,800 | 16,400 | 16,500 |
| TEXAS A&I | 7,750 | 8,000 | 8,200 | 8,400 | 8,500 |
| TEXAS WOMAN'S | 6,250 | 6,500 | 6,750 | 6,950 | 7,000 |
| TEXAS SOUTHERN | 5,400 | 5,600 | 6,050 | 6,150 | 6,200 |
| MIDWESTERN | 4,900 | 5,200 | 5,650 | 6,000 | 6,100 |
| U OF HOUSTON | 29,300 | 29,900 | 30,000 | 30,000 | 30,000 |
| PAN AMERICAN | 6,200 | 6,950 | 7,800 | 8,450 | 8,500 |
| EAST TEXAS | 12,900 | 13,100 | 13,400 | 13,600 | 13,600 |
| SAM HOUSTON | 10,900 | 11,200 | 11,600 | 11,850 | 12,000 |
| SOUTHWEST | 11,600 | 11,800 | 11,950 | 12,050 | 12,100 |
| WEST TEXAS | 10,500 | 11,000 | 11,750 | 12,100 | 12,200 |
| S. F. AUSTIN | 12,900 | 13,100 | 13,400 | 13,600 | 13,600 |
| SUL ROSS | 2,500 | 2,600 | 2,700 | 2,800 | 2,900 |
| ANGELO STATE | 5,100 | 5,300 | 5,600 | 6,050 | 6,100 |
| AVAILABLE PLACES | 270,600 | 278,300 | 292,650 | 301,400 | 304,200 |
| PLACES NEEDED | 270,600 | 280,300 | 300,200 | 329,700 | 345,300 |

**FIG. 8**—PROGRESS BLUEPRINT PROVIDES FOR STABILIZED ENROLLMENTS IN LARGER PUBLIC INSTITUTIONS BY 1980

3. (a) That there be authorized in 1969, for an initial headcount enrollment in September, 1973, of 2,000 students, an undergraduate and master's level senior college to be located in the San Antonio area, designed to accept men and women students.

The college should have the the special role of offering educational services to the city and to Bexar County; hence it should be primarily a commuter college. In view of the existence of the medical school and the mutually supportive roles that this institution and the proposed college should plan, the Coordinating Board suggests that consideration be given to locating the new institution so maximum utilization of common basic resources can be achieved.

The headcount enrollment expectation for the new San Antonio college should be:

| Year: | 1973 | 1974 | 1975 | 1976 | 1977 | 1978 | 1979 | 1980 |
|---|---|---|---|---|---|---|---|---|
| Enrollment: | 2,000 | 3,600 | 4,800 | 5,800 | 6,500 | 7,000 | 7,500 | 8,000 |

(b) That the four-year undergraduate, master's level institution in San Antonio be placed under a separate governing board.

4. (a) That there be authorized in 1969, for an initial enrollment in September, 1973, of 800 students, an institution to be located in the Midland-Odessa area, designed to accept only junior, senior and master's collegiate level men and women; and that the public junior colleges in Odessa and Big Spring be expected to enlarge their college transfer classes in direct support of the new upper-level senior institution.

The headcount enrollment expectation for this new college should be:

| Year: | 1973 | 1974 | 1975 | 1976 | 1977 | 1978 | 1979 | 1980 |
|---|---|---|---|---|---|---|---|---|
| Enrollment: | 800 | 1,400 | 2,000 | 2,600 | 3,200 | 3,800 | 4,300 | 4,800 |

The Midland-Odessa upper-level college is expected to be primarily a commuter-type institution, especially in its relationship to Odessa Junior College. The governing board of the new upper-level college may, however, deem it wise to approve dormitories for students who would otherwise have a commuting distance of more than seventy-five miles per day.

(b) That the upper-division, master's level senior institution in the Midland-Odessa area be placed under a separate governing board.

5. (a) That there be authorized in 1969, for an initial enrollment in September, 1973, of 2,200 men and women students, a second campus of the University of Houston, to be located in the Houston metropolitan area primarily as an institution serving commuter students and offering programs from the freshman year through the master's degree.

The headcount enrollment expectation for this campus should be:

| Year: | 1973 | 1974 | 1975 | 1976 | 1977 | 1978 | 1979 | 1980 |
|---|---|---|---|---|---|---|---|---|
| Enrollment: | 2,200 | 3,800 | 5,100 | 6,200 | 7,200 | 8,000 | 8,800 | 9,500 |

(b) That there be authorized in 1971, for an initial enrollment in September, 1977, of 1,800 students, a third campus of the University of Houston, to be located in the Houston metropolitan area, designed as a commuter-type institution to accept only junior, senior and graduate collegiate level men and women, in direct support of Houston area junior colleges.

The headcount enrollment expectation of this campus should be:

| Year: | 1977 | 1978 | 1979 | 1980 |
|---|---|---|---|---|
| Enrollment: | 1,800 | 3,000 | 3,900 | 4,800 |

(c) That the two proposed new units in Houston be made campuses of the University of Houston and be administered by that institution's governing board.

6. (a) That there be authorized in 1969, for an initial enrollment in September, 1974, of 1,000 students, an institution to be located in the Corpus Christi area, designed to accept only junior, senior and master's collegiate level men and women; and that Del Mar and Bee County Junior Colleges be expected to enlarge their college transfer classes in direct support of the new upper-level institution.

Headcount enrollment expectations for the upper-level Corpus Christi campus should be:

| Year: | 1974 | 1975 | 1976 | 1977 | 1978 | 1979 | 1980 |
|---|---|---|---|---|---|---|---|
| Enrollment: | 1,000 | 1,800 | 2,400 | 3,200 | 3,900 | 4,500 | 5,000 |

The Corpus Christi upper-level college is expected to be primarily a commuter-type institution, especially in its relationship with Del Mar Junior College. The governing board of the new college, however, may deem it wise to approve dormitories for students who would otherwise have a commuting distance of more than seventy-five miles per day.

(b) That the upper-division, master's level senior institution in Corpus Christi be placed under a separate governing board.

7. In regard to the North Texas area:

(a) (i) That there be created in the North Texas area a federation of public universities consisting initially of North Texas State University, Texas Woman's University, and East Texas State University, to insure cooperative planning and action to maximize use of available resources, present and future, and to more fully meet the needs of the area.

The federation will be directed by a ten-member Council of the Federated Universities consisting of the administrator of each of the member units; two representatives from each of the governing boards involved, such representatives to be designated by the respective boards; and the Commissioner of Higher Education or his designee as an ex officio, nonvoting member. Membership in the federation will be open to all other public and private institutions in this area. In the event other regional institutions choose to become members of this federation, additional members will be added, consisting of the administrator and two board members.

(ii) That special efforts be made by the Council of Federated Universities to involve both other public and private institutions in the federation arrangement as rapidly and as fully as the governing boards and administrative heads of these institutions desire.

(b) That the Legislature approve the gift of the Southwest Center for Advanced Studies to The University of Texas System Board of Regents under the following conditions (as provided in the August 21, 1968, proposal from The University of Texas System Board of Regents):

(i) That the Board of Governors of the Southwest Center for Advanced Studies convey to the Board of Regents of The University of Texas System 250 acres of land, including all buildings, facilities, and equipment except the north building, valued at $95,000, and certain office equipment, valued at $25,000, which will be retained for the use of the Excellence in Education Foundation. It is understood that title to an additional $2,000,000 worth of equipment, available for use but held under government grants or contracts, may ultimately vest in the Center or its successor.

(ii) That by mutual agreement of the contracting parties, sponsored research grants and contracts will be transferred from the Southwest Center for Advanced Studies to The University of Texas Center for Advanced Studies at Dallas, as it is to be redesignated. The University of Texas Center for Advanced Studies at Dallas will assume, continue, and complete, to the best of its ability, current unsponsored research at the Southwest Center for Advanced Studies. The University of Texas Center for Advanced Studies at Dallas will also assume obligations of the Southwest Center for Advanced Studies for such

FIG. 9—SOUTHWEST CENTER FOR ADVANCED STUDIES, NORTH OF DALLAS, RECOMMENDED TO BECOME A NEW STATE INSTITUTION.

lease or purchase agreements as the Board of Regents of The University of Texas System elects to take over.

(iii) That the Excellence in Education Foundation, to be established, will retain all the remaining assets and liabilities of the present Southwest Center for Advanced Studies, including without limitation the approximately 957 acres remaining of the land owned by the Southwest Center for Advanced Studies over and above the 250 acres committed to The University of Texas Center for Advanced Studies at Dallas.

(iv) That the principal purpose of the Excellence in Education Foundation will be to provide leadership in obtaining support to insure ongoing supplemental assistance to The University of Texas Center for Advanced Studies at Dallas. Inasmuch as the Southwest Center for Advanced Studies was organized to expedite the development of higher education in the area through support of both public and private institutions and has established commitments to this development, these obligations will be fulfilled by the Excellence in Education Foundation. In order to realize fully the goals set for The University of Texas Center for Advanced Studies at Dallas in higher education, it may be necessary in the future for the Excellence in Education Foundation to provide financial

and other support to other educational institutions in the North Texas area.

(v) That the approximately 957 acres of land reserved to the Excellence in Education Foundation be dedicated to the benefit of institutions of higher education in the area. The Foundation will report regularly to the Board of Regents of The University of Texas System.

(vi) That the Excellence in Education Foundation, joined by appropriate civic bodies, will assume responsibility for organizing a campaign to raise not less than $3,000,000 to construct and equip additional buildings on the 250-acre tract to provide necessary classrooms and other facilities not now available to the Southwest Center for Advanced Studies. To the extent that federal funds can be obtained in excess of the required matching funds ($3,000,000), the funds raised in the campaign may be used for the endowment of The University of Texas Center for Advanced Studies at Dallas.

(c) (i) That there be authorized in 1969, for an initial enrollment in September, 1973, of 1,800 students, an upper-level senior institution to be located in the Dallas metropolitan area, primarily to serve commuter students and offering programs only for juniors, seniors, and graduate level men and women.

The college is to be in direct support of the Dallas and Tarrant County Junior College Systems with a headcount enrollment expectation of:

| Year: | **1973** | **1974** | **1975** | **1976** | **1977** | **1978** | **1979** | **1980** |
|---|---|---|---|---|---|---|---|---|
| Enrollment: | 1,800 | 2,900 | 3,900 | 4,700 | 5,600 | 6,500 | 7,400 | 8,300 |

(ii) That the upper-division, master's level senior institution in Dallas be placed under a separate governing board.

(d) To insure the orderly growth and development of all public institutions of higher education in the North Texas area and to comply with the mandate of Subsection (3), Section 10, of the Higher Education Coordinating Act of 1965, which requires the Board to "classify, and prescribe the role and scope for, each public institution of higher education in Texas and make such changes in classification or role of such institution as it deems necessary," that institutions will be assigned roles and scopes as follows:

(i) Institutions under the governance of The University of Texas System Board of Regents:

**The University of Texas at Arlington** will grow according to the Coordinating Board's plan for the development of public senior colleges in Texas to 1980. It will be a broad-spectrum college offering degree programs through the master's level in the basic arts and sciences, business administration, teacher education, and engineering and will place heavy emphasis on social work and urban affairs programs. When its facilities and faculty meet minimal accrediting standards of the Engineers' Council for Professional Development at the master's level, proposals for doctoral degree programs in engineering will receive consideration, especially in engineering fields not competitive with existing programs in the area. In addition, when minimal standards for offering doctoral work are met, doctoral programs in the sciences especially related to The University of Texas Southwestern Medical School at Dallas and as appropriate in social work and urban affairs will be considered. At this time, unrestricted growth of the institution does not seem to be educationally sound in terms of developing programs of excellence in the North Texas area, especially when physical facilities, degree production, attrition rates, and library resources are taken into consideration. The University of Texas at Arlington needs time to consolidate gains, strengthen existing programs, and achieve maturity so it may be in position to offer a wider array of quality graduate programs.

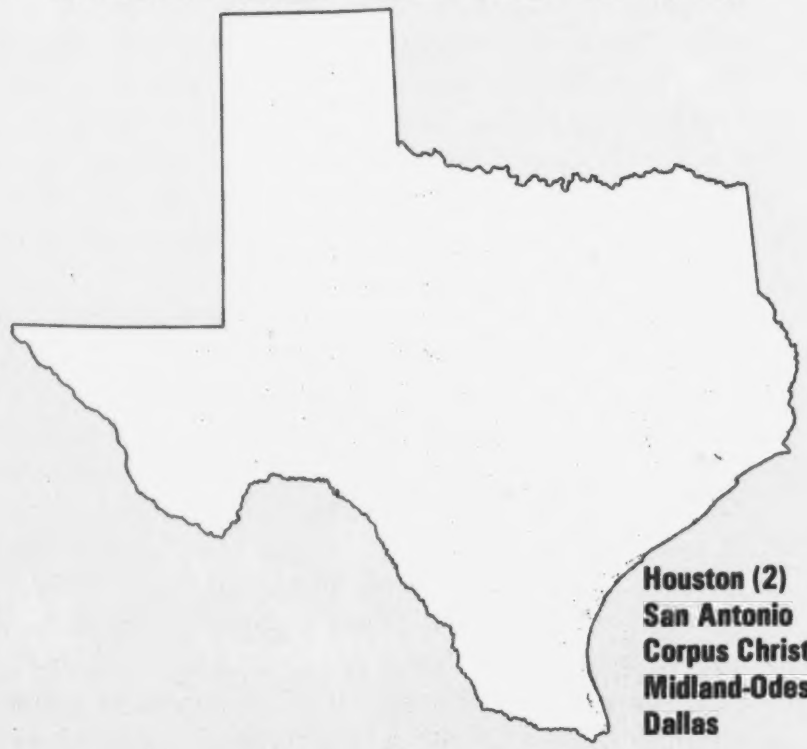
**The University of Texas Southwestern Medical School at Dallas** will maintain existing arrangements with other colleges and universities in the health-related sciences but restrict future development of undergraduate and graduate degree programs to health-related education, depending upon the existing and developing programs in the public and private institutions of higher education in the region for academic programs, particularly on the graduate level. In all cases, medical educators will be encouraged to establish relationships with the strongest programs in the area, whether public or private. The medical school itself may establish doctoral programs which are necessary but not available elsewhere in the area.

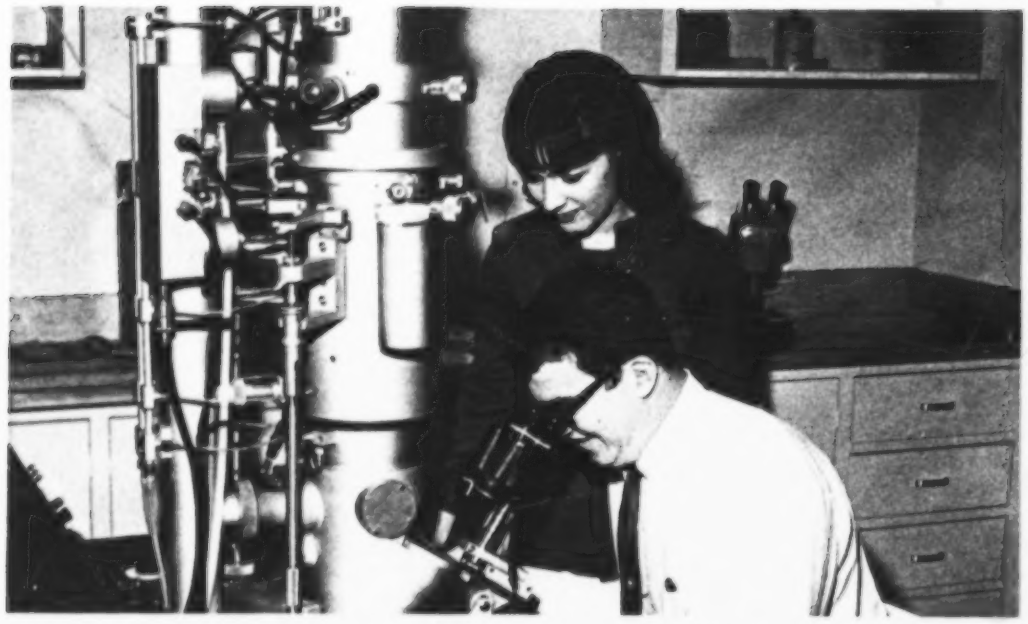
**The Southwest Center for Advanced Studies** (to be redesignated as **The University of Texas Center for Advanced Studies)** will continue to be developed by The University of Texas as a research institute of the highest order for the North Texas area region. Its facilities will be open, by interinstitutional and interagency contracts, to all higher education institutions, primarily those in the region, both public and private, and, on the doctoral and postdoctoral levels, to all doctoral-granting universities as both a research and teaching resource. While the Center will not be a "primary" degree-granting unit, the University may use its research and teaching capabilities for the development of cooperative doctoral programs with the doctoral-granting institutions both public and private, of the area and of the state. As directed in the Higher Education Coordinating Act, 1965, the Coordinating Board will continue to approve degree programs for all individual units in the public sector before such programs are inaugurated by a center, branch, or any other component under a governing board.

(ii) Initial member institutions of the federation of public universities in the North Texas area:

**North Texas State University,** in addition to a full spectrum of master's programs, will offer certain top-quality doctoral programs as approved by the Coordinating Board in the basic arts and sciences, teacher education, business administration, and the fine arts—the latter to

**LOCATION OF SIX PROPOSED NEW SENIOR COLLEGE CAMPUSES IN TEXAS**





be developed to fill unmet needs and avoid unwise duplication of programs available at Southern Methodist University and Texas Christian University. Cooperative doctoral programs in other fields may be undertaken with other full members of the federation, as proposed by the Council of Federated Universities and approved by the Coordinating Board.

**Texas Woman's University** will maintain its present master's level programs. Doctoral programs will be limited initially to those already established. It will continue to have primary responsibility for home economics, women's physical education, radiation biology, and radiation chemistry in the region. Jointly with North Texas State University, it will have responsibility for graduate work in library science and special education. It may develop such cooperative doctoral programs as may be proposed by the Council of Federated Universities and approved by the Coordinating Board.

**East Texas State University** will have degree program offerings through the master's level in the basic arts and sciences. The professional educational degree (EdD) in the following fields may be offered: Teacher education; special education; counseling and guidance; curriculum, instruction, and supervision; and educational administration. Cooperative doctoral programs in other fields may be undertaken with other federation institutions authorized to offer doctoral work, as proposed by the Council of Federated Universities and approved by the Coordinating Board.

(iii) **The new upper-division institution in Dallas.**
The new upper-division, master's level unit in Dallas will be developed initially with emphasis on the arts and sciences through the master's level. It will not be encouraged to develop fine arts except at the general course level. It will be developed as a strong liberal arts college at the junior, senior, and master's levels and will offer business administration through the bachelor's level.

MEDICAL
EDUCATION

Texas has a critical shortage of physicians, and the shortage is increasing daily. There is one medical doctor in Texas for every 997 persons. The figure grows by area. In West Texas, for example, the ratio is one physician for every 1,366 persons. This compares with a national ratio of one doctor per each 660 persons.

Texas medical schools are not able to provide the needed new physicians. More than half the new doctors entering practice in Texas each year come from other states. More than half the native Texans entering the medical profession each year are educated in other states.

There are plenty of applicants to enter Texas medical schools. Deans of Texas medical schools report enough qualified applicants to fill the entering classes of several new medical schools had to be turned away this year.

There is no argument that unless some action is taken immediately, Texas will face a professional medical manpower crisis within a few years.

Numerous recommendations have been voiced during the long study into the problem. The Coordinating Board, after lengthy hearings and in-depth search for the right answers, adopted the following recommendations by majority vote: (A minority report follows the majority recommendations:)

1. Entering enrollments in the existing public medical schools of The University of Texas should be steadily increased. Planning, to include all requirements for such increases, should be undertaken at once.

   The Executive Vice-Chancellor for Health Affairs for The University of Texas System has indicated to this Board that enrollments at the three existing medical schools in the system can be increased to 200 first-year medical school students per unit by 1980. In the opinion of the Board, such expansion should be encouraged and the necessary financial support be made available by the state so that a minimum enrollment total of no fewer than 565 entering students will have been reached in these three medical schools by 1980.

   Such an expansion should not make enrollments of existing schools unduly large provided adequate support is available. Enrollments and projected enrollments of entering students in respected medical schools in other states are stated at 200 or more. According to our consultants, expansion of the existing schools from 319 entering students in 1968, to no fewer than 565 in 1980, should produce additional physicians in approximately one-half the time and at much less the cost required to gain this increase through the establishment of new schools. The achievement of this expansion in the next decade seems possible, provided planning to that end is begun immediately and adequate financial support is made available.
2. The Baylor University College of Medicine in Houston should be encouraged to implement its plan to double its entering class enrollment. The Baylor College of Medicine should be offered subsidization by the state for each bona fide Texas resident enrolled beginning in September, 1969, the amount of subsidiza-

tion per student to approximate the average annual state tax support per student at the public medical schools. Assistance should be provided to the college to raise the capital funds necessary for construction of physical facilities to accommodate increased enrollments. The purpose of the subsidization is to increase enrollment of Texas resident medical students.

Baylor College of Medicine leaders are prepared to undertake this expansion, which would provide the least expensive and most expeditious mechanism for increasing enrollment of Texas resident medical students in the Houston area. State financial assistance to a private educational institution has sufficient precedent in Texas to make public support for these educational services possible.

Cooperative action by the Baylor University College of Medicine during the next 12 years, together with expansion of the existing public medical campuses, would expand the entering enrollments of our existing Texas public and private medical schools by more than 75 percent. With such enlargement, the estimated ratio of entering medical students per 100,000 population would move from the current 3.2 to 6.2, a ratio change urgently needed in Texas.

Baylor is a well-established medical school of national reputation with a distinguished faculty and a student body drawn from the entire United States. The people of Texas would be well served if Baylor were assisted in its expansion by state subsidy of properly qualified Texas residents.

State assistance to Baylor's medical educational effort would not only increase student enrollments but would open a door to cooperative undertakings in research and in mutually-sponsored training and educational ventures.

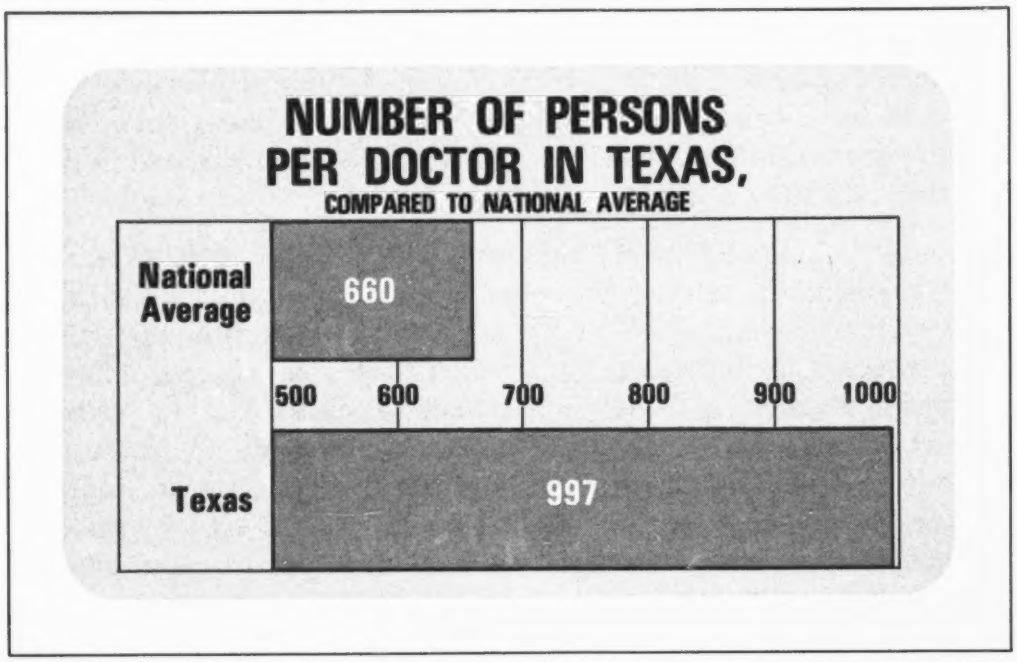



**FIG. 11**—THE NUMBER OF DOCTORS AVAILABLE TO TEXAS IS WELL BELOW THE NATIONAL AVERAGE.

3. There should be established a new, four-year public school of medicine in the Texas Medical Center in Houston. The new school should be designed for eventual enrollment of 200 entering students and should be operated as part of The University

of Texas System. The new medical school should coordinate its activities with those of existing institutions in the area in order that the latter can provide required subsidiary educational offerings in such fields as engineering, the physical sciences, the humanities, and the social and behavioral sciences.

In 1966, more than 2,600 students were at the Texas Medical Center, being trained and educated in at least 30 different levels within the health care professions. The 20 units of the Center then had a capital investment of almost $93 million. The Center's payroll included 2,414 faculty personnel and 11,455 other employees. In 1966, the Center accepted 1,003 research grants, reported 2,972 hospital beds available, and handled 854,025 patients in all categories. With all this vast outlay in health care facilities, both publicly and privately supported, the state is unable to utilize it fully and will not be able to do so unless and until facilities, both public and private, are provided for a larger number of undergraduate medical students. The Coordinating Board is convinced that the resources of the Center and the Houston area can adequately support two schools of medicine—that of Baylor University and the new school. In a state with a critically low ratio of physicians to population, the establishment of a new medical school in the Texas Medical Center and the expansion and continued support of the Baylor College of Medicine are both important to the state.

4. Recent action by The University of Texas Board of Regents to coordinate the activities of university health education units in the Houston-Galveston area is commendable. The Coordinating Board suggests that there should also be established a vigorous Coordinating Council for area health education affairs. This council should involve The University of Texas, the Texas Medical Center in Houston, the Baylor University College of Medicine, the University of Houston, Rice University, the Harris County Medical Society, and appropriate hospital authorities. The Coordinating Council for area health affairs should have no powers of control or coordination that impinge upon the powers and responsibilities presently allocated to the governing boards of the institutions and associations involved.

5. The production of physicians should be accepted as the primary role of our medical schools and medically-related research and graduate work as a secondary role. Efforts to build on medical school campuses doctoral programs not obviously and directly associated with medical education, unless in the opinion of the Coordinating Board circumstances clearly dictate a departure, should be discouraged.

6. The Coordinating Board recognizes the necessity for a medical school to serve the special needs of West Texas. The Coordinating Board therefore envisions an innovative medical school under the administrative control of Texas Technological College in Lubbock. Such a medical school could possibly be developed in partnership with the emerging medical center in Amarillo and with hospital authorities in Lubbock, Midland, and Odessa. The Board believes the institution could be designed for an annual complement of 100 entering students in the preclinical years

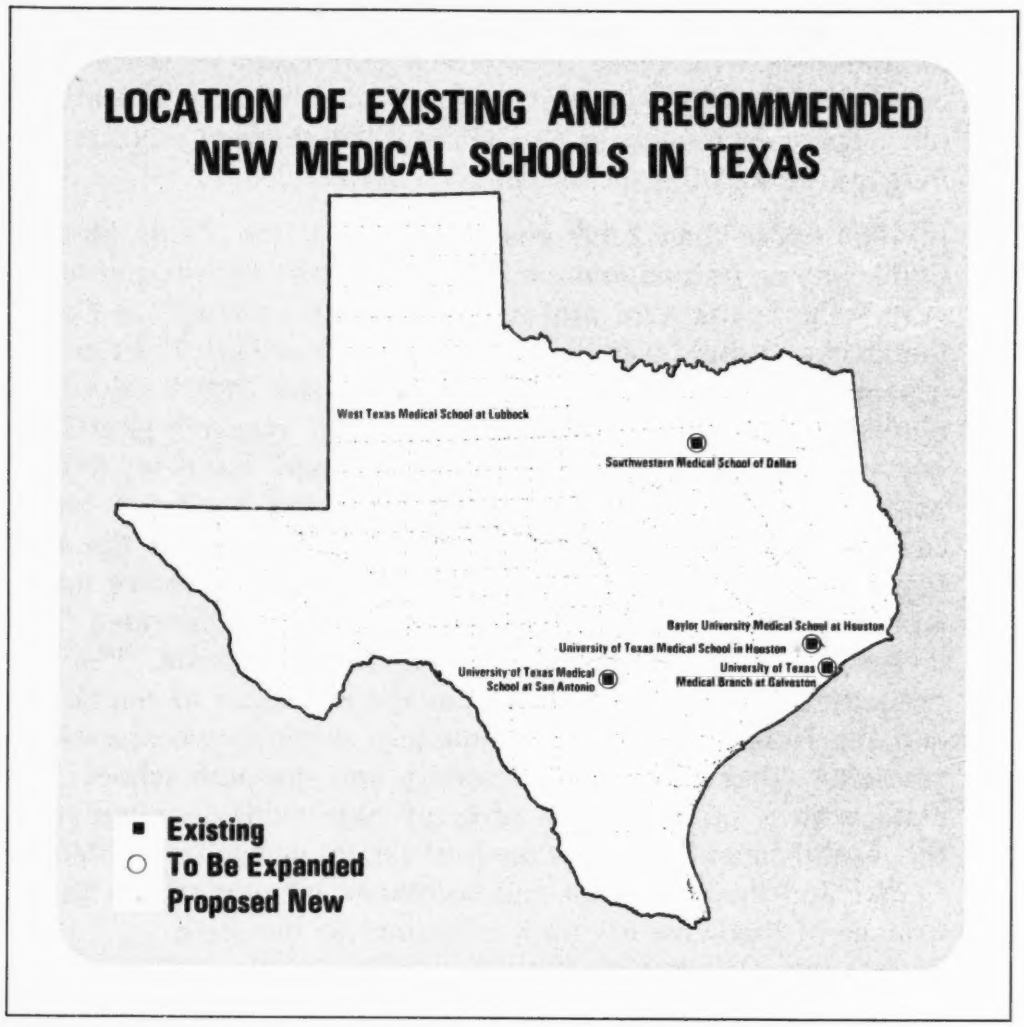

LOCATION OF EXISTING AND RECOMMENDED NEW MEDICAL SCHOOLS IN TEXAS
West Texas Medical School at Lubbock
Southwestern Medical School of Dallas
Baylor University Medical School at Houston
University of Texas Medical School in Houston
University of Texas Medical School at San Antonio
University of Texas Medical Branch at Galveston
Existing
To Be Expanded
Proposed New

**FIG. 12**—NEW OR EXPANDED MEDICAL SCHOOLS ARE RECOMMENDED FOR FOUR TEXAS METROPOLITAN AREAS.

on the Texas Technological College campus and that the four cities involved would provide clinical and post-graduate (internship and residency) levels of educational work for the new school. The Board recognizes that regional resources, both in academic programs at Texas Technological College and in clinical and post-graduate facilities in the cooperating communities are not yet entirely adequate, but the Board viewing the progress in that area of Texas, believes these can be developed so the authorization from the Legislature can be requested in 1969 and the school be instituted as soon as facilities and programs are judged to be adequate by the Coordinating Board and financing is provided by the Legislature.

7. Should the need for the establishment of another additional medical school develop in the future, that medical school, if authorized, could be an integral part of The University of Texas and could interweave its programs tightly with the University's comprehensive and nationally-famed graduate curricula.

8. Medical educators in all units should be encouraged to explore the possibilities for clinical and post-graduate educational capabilities available in Texas' distinguished medical centers such as those in El Paso, Temple, Tyler, and other cities. Where such opportunities exist, they should be maximally utilized for increasing the production of physicians and allied health personnel.

9. The Coordinating Board authorizes its staff to establish a permanent, formally-constituted advisory body to aid in continuous

planning for dental and medical education and education in the health fields generally. Membership for this Committee should include representation from the Texas Medical Association, the Texas Dental Association, and other appropriate health professional organizations as well as from public and private colleges and universities involved in health education.

Such an advisory body is necessary, and this advisory group should work with all health-related education. Continuous liaison must be provided for between the Coordinating Board staff and members of the health education professions. The complexity of programs, the clear public interest in health care, and the elements of controversy in health education proposals all argue for a professional, permanent advisory group, controlled by no single interest. The Committee should report its findings to the Coordinating Board.

10. The Coordinating Board hereby adopts as a policy the recurrent updating of all long-range medical education development plans for each involved institution or system component, and for the state as a whole. This updating process shall occur at intervals not longer than five years.

MINORITY REPORT

There is no dispute that the problem of medical education is critical, but there are different views on how the solution should be reached.

The recommendations presented heretofore were approved by a majority vote:

The recommendations of the minority follow:

1. Entering enrollments in the existing public medical schools of the University of Texas should be steadily increased. Planning to include all requirements for such increases should be undertaken at once.
2. The Baylor College of Medicine in Houston should be encouraged to increase its entering class enrollment. Concomitantly, Baylor College of Medicine should be subsidized by the State of each bona fide Texas resident enrolled, the amount of subsidization per student to approximate the average annual basic institutional cost for a student at the public medical schools. Assistance should be provided to the college to raise the capital funds necessary for construction of the physical facilities to accommodate the added enrollments.
3. Plans to establish a new, four-year public school of medicine in the Houston area should not be implemented at this time; but should be re-evaluated after 1974.
4. The University of Texas should undertake a feasibility study leading to the establishment of a new medical school in Austin. This medical school should be established as an integral part of the University of Texas main campus, should own and operate its own teaching and research hospital, and should weave its programs rightly with the University's comprehensive, nationally-famed graduate curricula.

The full text of the minority report, as well as in-depth background data on all matters in the "Blueprint for Progress in Higher Education" is available from the Coordinating Board staff in the Sam Houston State Office Building for those desiring further information.

Dental education began in Texas in 1905 with creation of two dental schools. Those two schools—University of Texas Dental Branch at Houston and Baylor University College of Dentistry—are still the only two dental institutions in the state.

Each is designed to handle 100 new students per year and each could operate to full capacity for the rest of this century without producing anywhere near the amount of dental specialists needed to take care of the residents of Texas.

The statistics supporting the need for more dental facilities are staggering.

- Texas has 3,610 dentists serving a population of 10.5 million persons. This amounts to one dentist for every 2,903 residents. In West Texas, the ratio is one dentist for every 3,386 persons.

- Texas has 360 active dental hygienists, a ratio of one per every 10 dentists.

- Texas ranks as the 42nd state in its relative supply of dentists.

- The size of the Texas dentist supply is projected to increase by 40 percent between 1965-1980. This would still leave the state with only one dentist for each 1,970 persons.

- Due to the complex and specialized construction necessary for a dental education classroom, it will be as expensive to enlarge existing schools as to construct new schools.

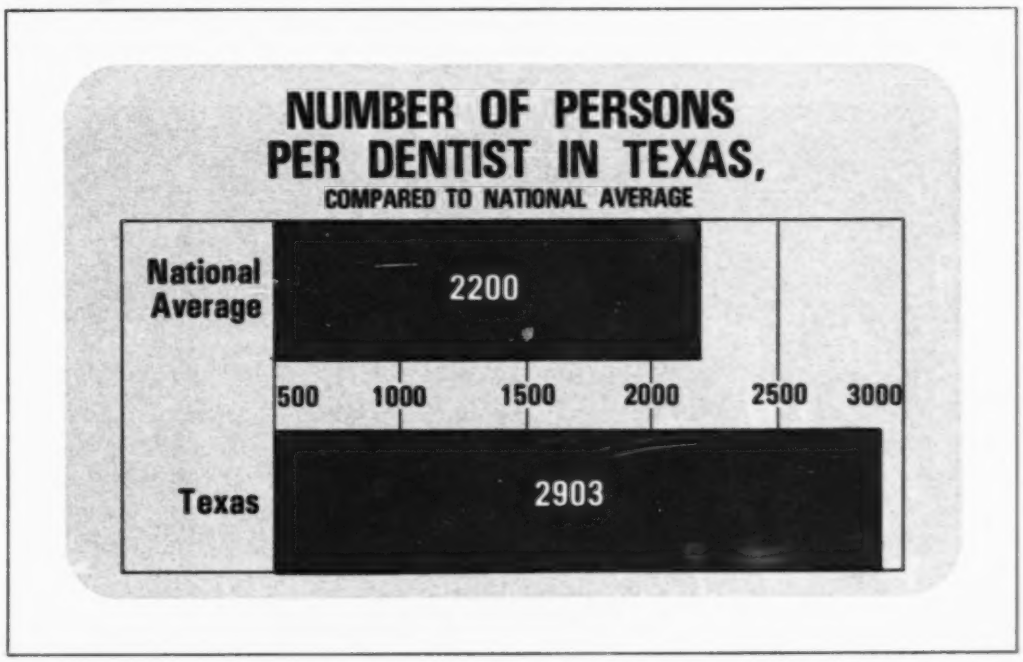



FIG. 13—THE PATIENT LOAD OF TEXAS DENTISTS IS SHARPLY HIGHER THAN THE NATIONAL AVERAGE

To meet this critical problem, the Coordinating Board submits the following recommendations to the Governor and Legislature:

1. That a new state dental school be authorized, in accord with the following criteria:
   (a) The new school should be constructed to enroll 150 first-year dental students.
   (b) The new school should contain facilities for basic research, for post-graduate study in dental specializations, and for offering continuing education to the dental profession.

(c) Associated with the new school should be a department for training dental hygienists, designed to enroll 40 students annually; a department for training dental assistants, designed to enroll 50 students annually; and a department for training dental laboratory technicians, designed to enroll 40 students annually. These departments should offer guidance and leadership to community junior college programs in these ancillary fields.

(d) The new dental school should be located in and be a part of an established health science center with potential for future growth and expansion. The school should be near a university with a strong liberal arts college and graduate school.

(e) The new dental school should be affiliated with and adjoining a medical school, thus permitting multiple use of faculties, teaching and research laboratories, hospitals, and other facilities.

(f) The new dental school must have available an adequate number and variety of teaching cases. Hence it should be located in a metropolitan area.

(g) The new dental school should be under the administrative supervision of The University of Texas but should coordinate fully with nearby public and private colleges and universities, on a contract basis if necessary, to offer academic support in areas not directly associated with dental education.

**NUMBER OF DENTISTS PER 100,000 POPULATION IN TEXAS COMPARED TO OTHER STATES**

| | | | | |
|---|---|---|---|---|
| Texas | 31 | 31 | 31 | 31 |
| New York | 76 | 83 | 72 | 67 |
| California | 79 | 60 | 51 | 50 |
| Pennsylvania | 60 | 54 | 53 | 51 |
| Illinois | 76 | 65 | 53 | 50 |
| Ohio | 55 | 47 | 41 | 42 |

FIG. 14—TEXAS HAS FEWER DENTISTS PER THOUSAND THAN ANY OTHER MAJOR POPULATION STATE.

2. That the location of the new dental school be at San Antonio for reasons set out below:

   On April 3, 1967, the Coordinating Board recommended that a new dental school be located at Dallas. At that time the future of the medical school at San Antonio was uncertain. The state already had a publicly supported dental school in Houston. Dallas, then, seemed to be the most logical site for a new school.

   The medical school in San Antonio is now an established entity, and the Coordinating Board is faced with the recommendation of the Texas Dental Association and of the special consultants to the Texas Dental Association as well as the Dallas County Dental

Association that San Antonio be chosen as the site to be recommended for the new dental school because it more nearly meets the criteria established by the consultants. The consultants also pointed out that San Antonio was the only one of the two cities which does not now have an operating dental school.

At the public hearing on November 11, 1968, on its September 16th recommendations concerning dental education, the Coordinating Board was impressed by the testimony of the San Antonio delegation, the spokesmen for the Dallas County Dental Association and the Texas Dental Association, and one of the out-of-state consultants to the Dental Association, all of whom recommend the location of the new dental school adjacent to The University of Texas Medical School in San Antonio.

Also, the Coordinating Board has received a proposal relating to expansion of Baylor University College of Dentistry which is explained in Recommendation #3 below.

3. The Coordinating Board recommends that the Baylor University College of Dentistry be encouraged to expand its entering classes by 50 resident students, and that provision for state support be negotiated along lines similar to those provisions for the public support of the expansion of enrollment in the Baylor University College of Medicine in Houston.

   On November 25, 1968, Baylor University officials expressed to the Coordinating Board a desire to cooperate fully with the state by increasing the enrollments of the entering classes in its College of Dentistry in Dallas, provided that state funds for instructional costs and some state support for the expansion of physical facilities and equipment are made available.

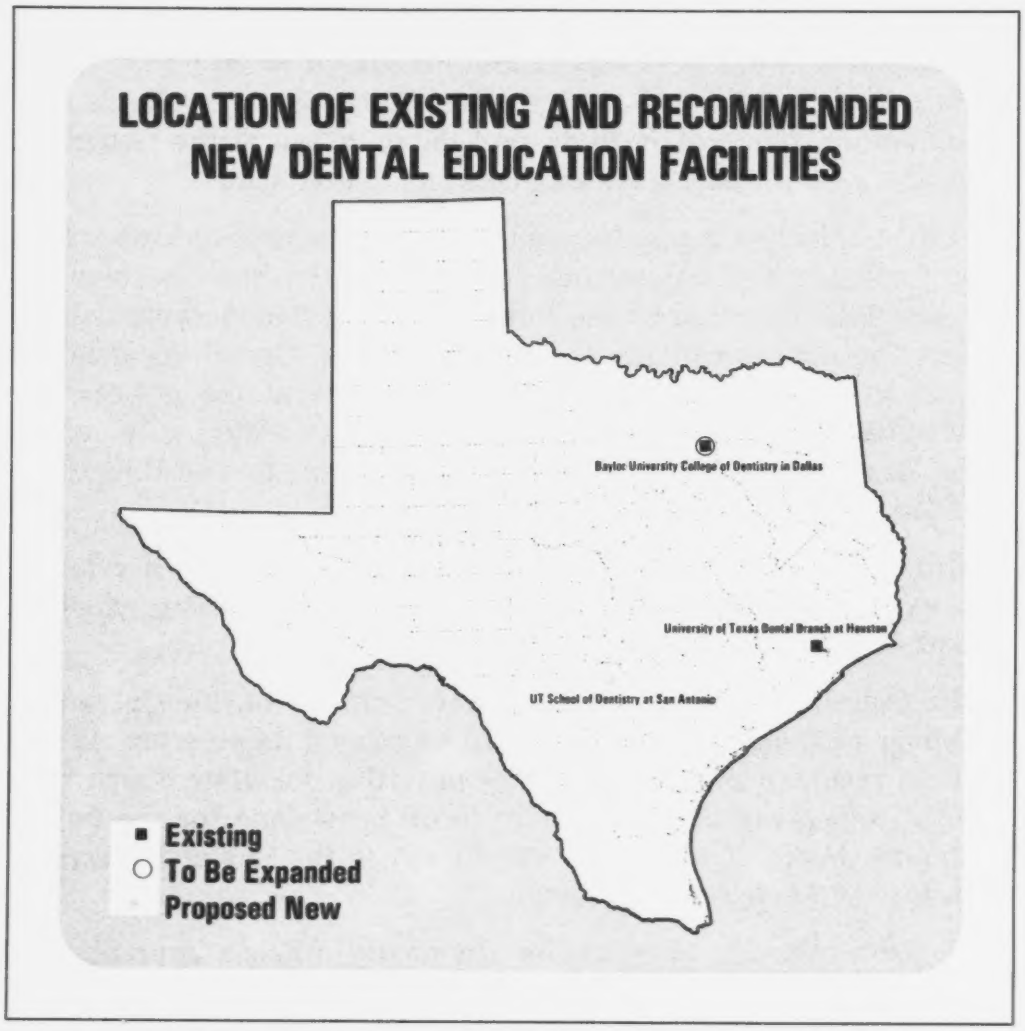

LOCATION OF EXISTING AND RECOMMENDED
NEW DENTAL EDUCATION FACILITIES
Baylor University College of Dentistry in Dallas
University of Texas Dental Branch at Houston
UT School of Dentistry at San Antonio
Existing
To Be Expanded
Proposed New

FIG. 15—ADDITIONAL AND NEW DENTAL TRAINING CAPACITY IS PROPOSED FOR DALLAS AND SAN ANTONIO

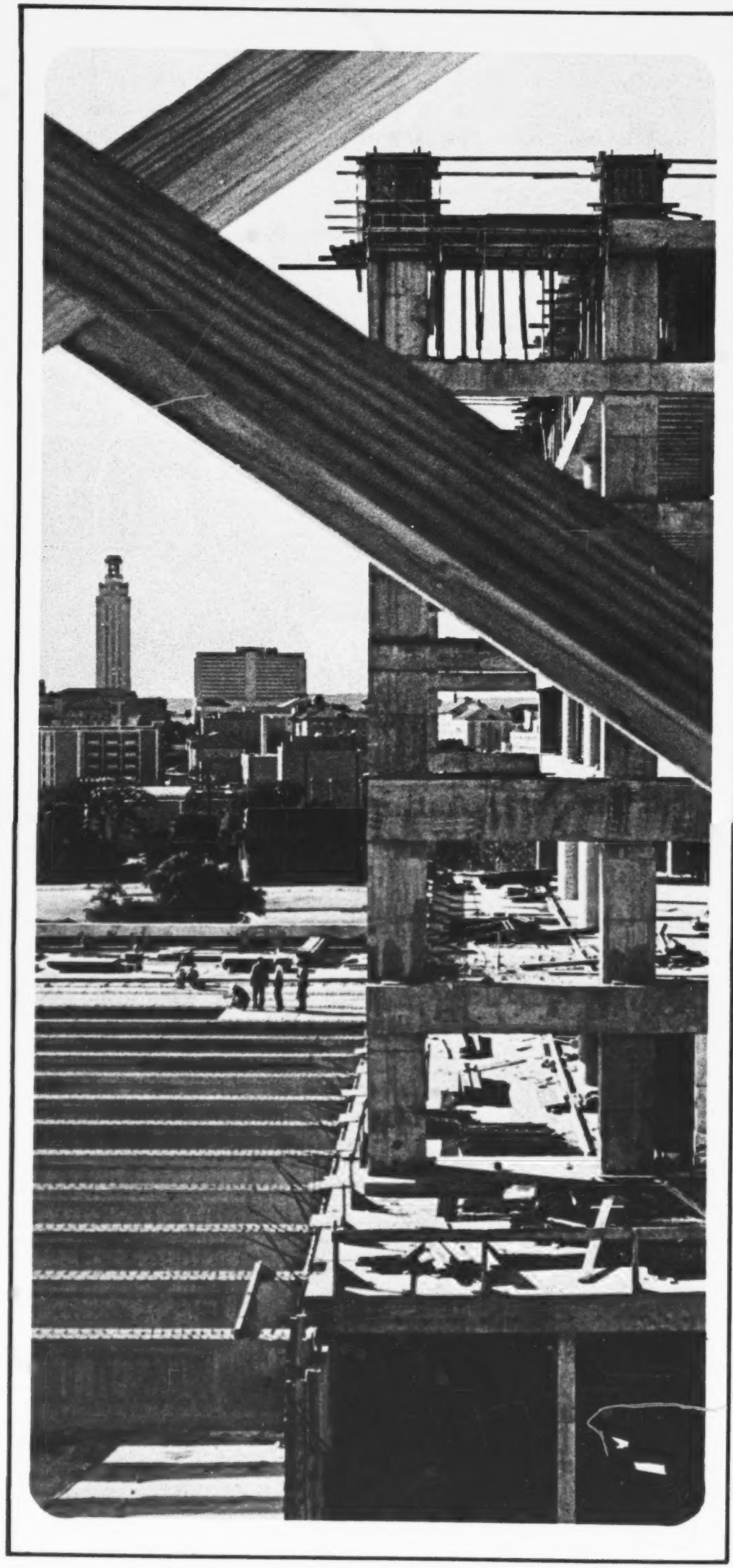
At its public hearing on November 11, 1968, evidence concerning the overwhelming need for increasing numbers of dentists resulted in the recommendation by The University of Texas System Board of Regents that **two** new state-supported dental schools be established. The Coordinating Board believes that only one new state-supported dental school should be authorized by the Legislature at this time, provided that the expansion of the Baylor University College of Dentistry can be supported by the state in its expansion of enrollments.

4. State funded associate degree programs in appropriate dental ancillary fields should be promptly developed at several of the urban-based public junior colleges. Suggestions as to type, number and location of such programs should be made to the Coordinating Board by an advisory committee described in Recommendation #5 below.
5. The Coordinating Board authorizes its staff to establish a permanent, formally-constituted advisory body to aid in continuous planning for dental and medical education and education in the health fields generally. Membership of this Committee shall include representation from the Texas Dental Association, the Texas Medical Association, and other appropriate health professional organizations, as well as from public and private colleges and universities involved in health education.
6. The Coordinating Board adopts as a policy the necessity of recurrent updating of all long-range dental education development plans for each involved institution or system component, and for

the state as a whole. This updating process shall occur at intervals not longer than five years.

7. If, for any reason, plans for the expansion of enrollments at the Baylor College of Dentistry in Dallas do not succeed, then a new dental school under The University of Texas System Board of Regents should be authorized and established in either Dallas or Houston.

   Based on a predicted deficit of dentists in Texas by 1980, despite the production envisaged in the recommendations above, additional dentists may be needed by the mid-1970's. It is also possible that The University of Texas System Board of Regents may be encouraged to increase enrollments at the present University of Texas Dental Branch in Houston as another means for increasing the output of dentists.



The vast network of junior colleges, senior colleges and universities and medical and dental schools necessary to meet the demands of higher education carries with it widespread financial responsibility.

To meet the goals outlined in the "Blueprint for Progress in Higher Education," Texas must be prepared to accept that responsibility—from the Legislature and local governments to the individual citizen and student.

Educational excellence does not come cheap.

By 1975, enrollment in the public senior colleges and universities will increase by 89,200 to 300,200. To simply provide instruction at current costs for these new students will require an appropriation increase of approximately $74.7 million.

To allow for anticipated cost increases, a 3.5 percent annual growth in the rate of appropriation per student is projected. This conservative projection will require an additional $71.1 million.

The overall appropriation to educate the 300,200 students in senior colleges and universities in 1975 will be $322,700,000, compared with $176.9 million in 1969.

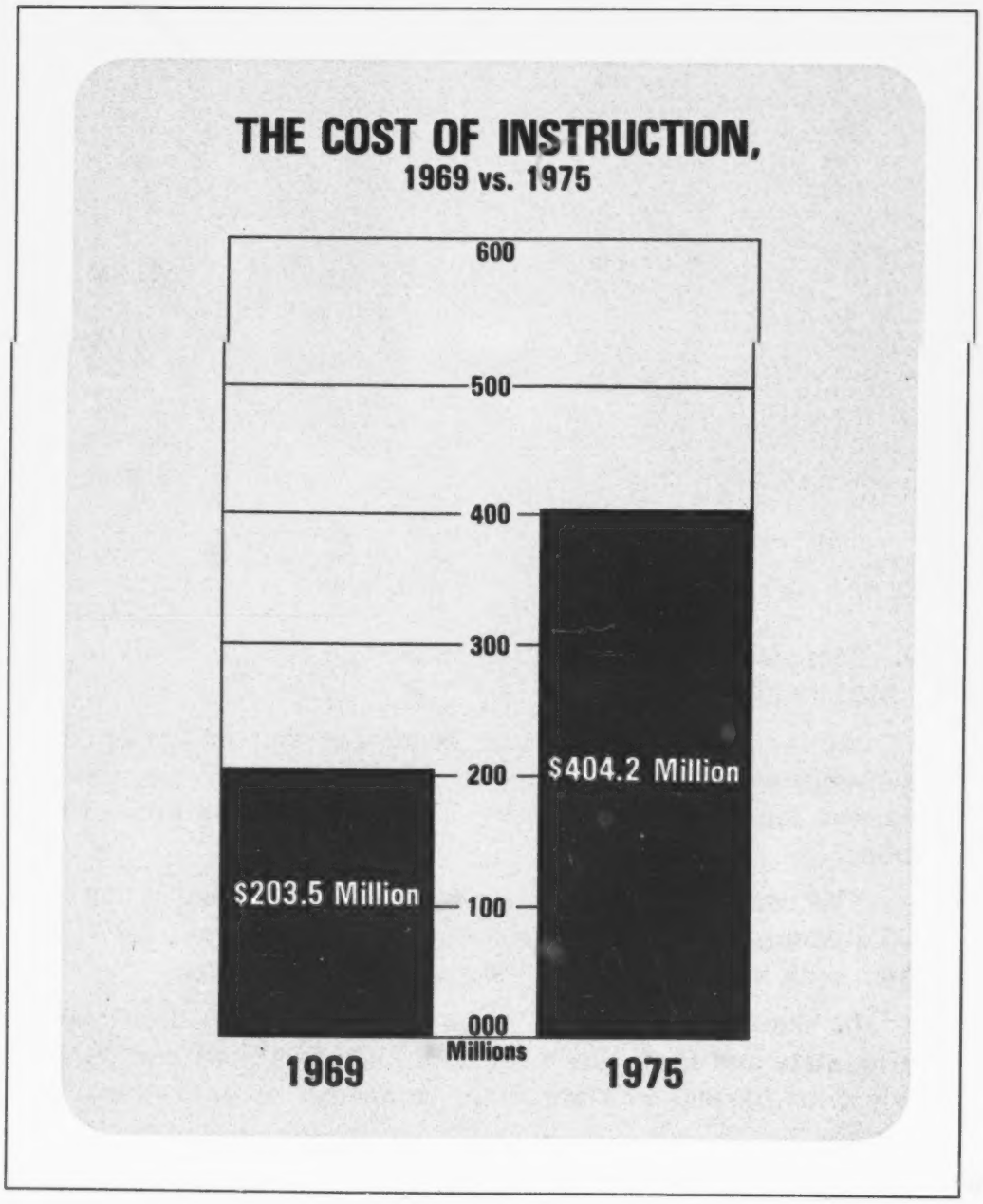



FIG. 16–INSTRUCTIONAL COSTS WILL DOUBLE BY 1975.

The new senior college and university facilities needed for higher education through 1975 also carry a price tag. The state's share of maintaining existing facilities and building new institutions recommended will be $196.7 million.

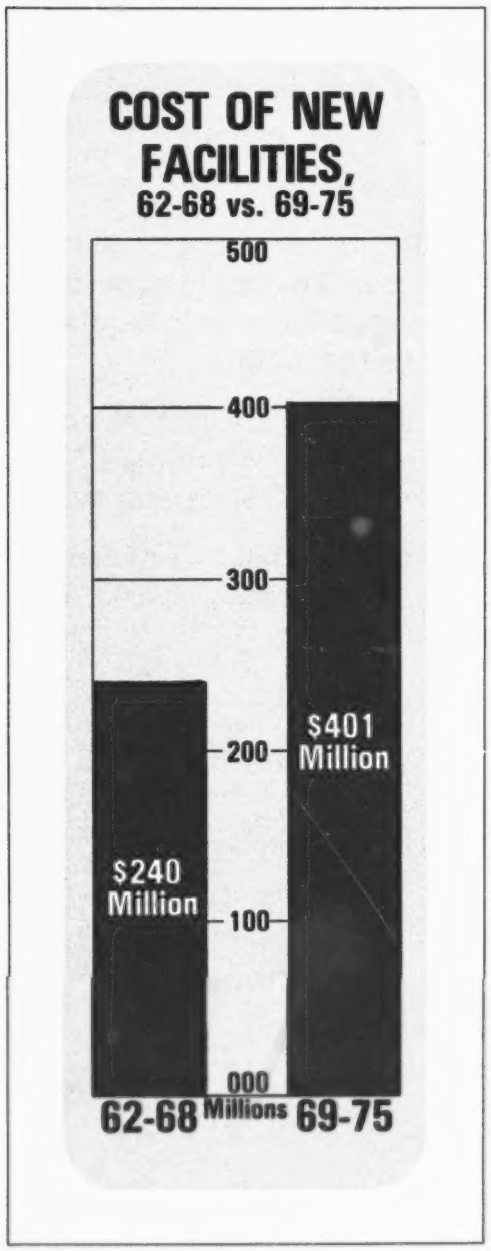



FIG. 17—NEW FACILITIES WILL REQUIRE $400 MILLION

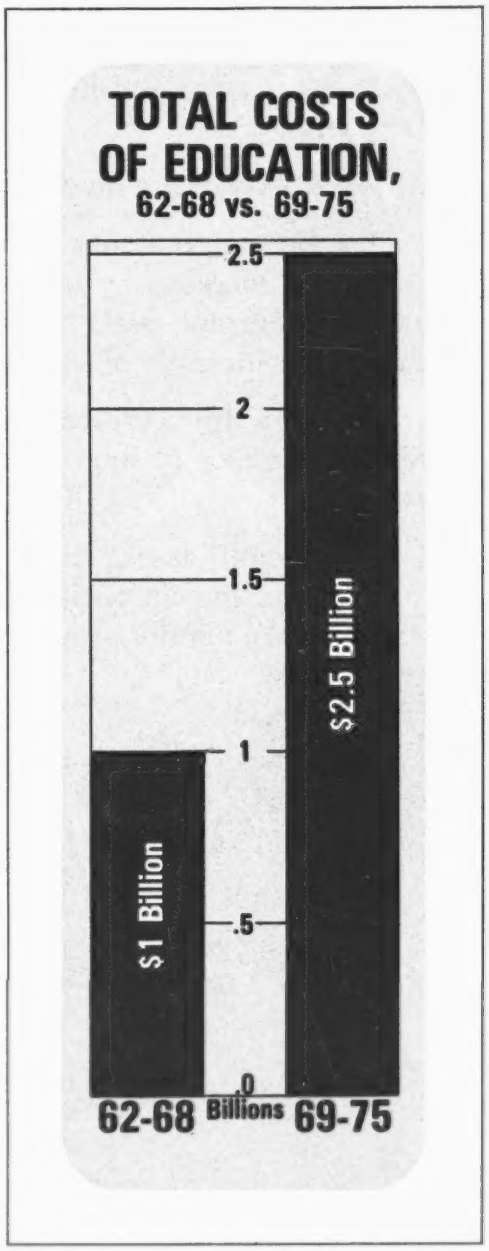



FIG. 18—ANNUAL EDUCATION NEEDS WILL NEAR HALF BILLION

This does not include $84.7 million in federal funds to meet this $281.4 million program.

An increase of 39.6 percent is forecast for the junior college rate-of-appropriation per student in the next seven years. This will require an increased appropriation of $55 million to a total of $81.5 million.

The costs for facilities necessary to serve the 105,000 additional students in public junior colleges by 1975 is forecast at $120 million, with local and federal sources paying the costs.

In summary, by 1975, Texas must provide $401,400,000 in federal, state and local funds for additional facilities, and approximately $404,200,000 in state funds **annually** for educational programs.

While means of financing of education is the prerogative of the Legislature, the Coordinating Board will offer suggestions for pos-

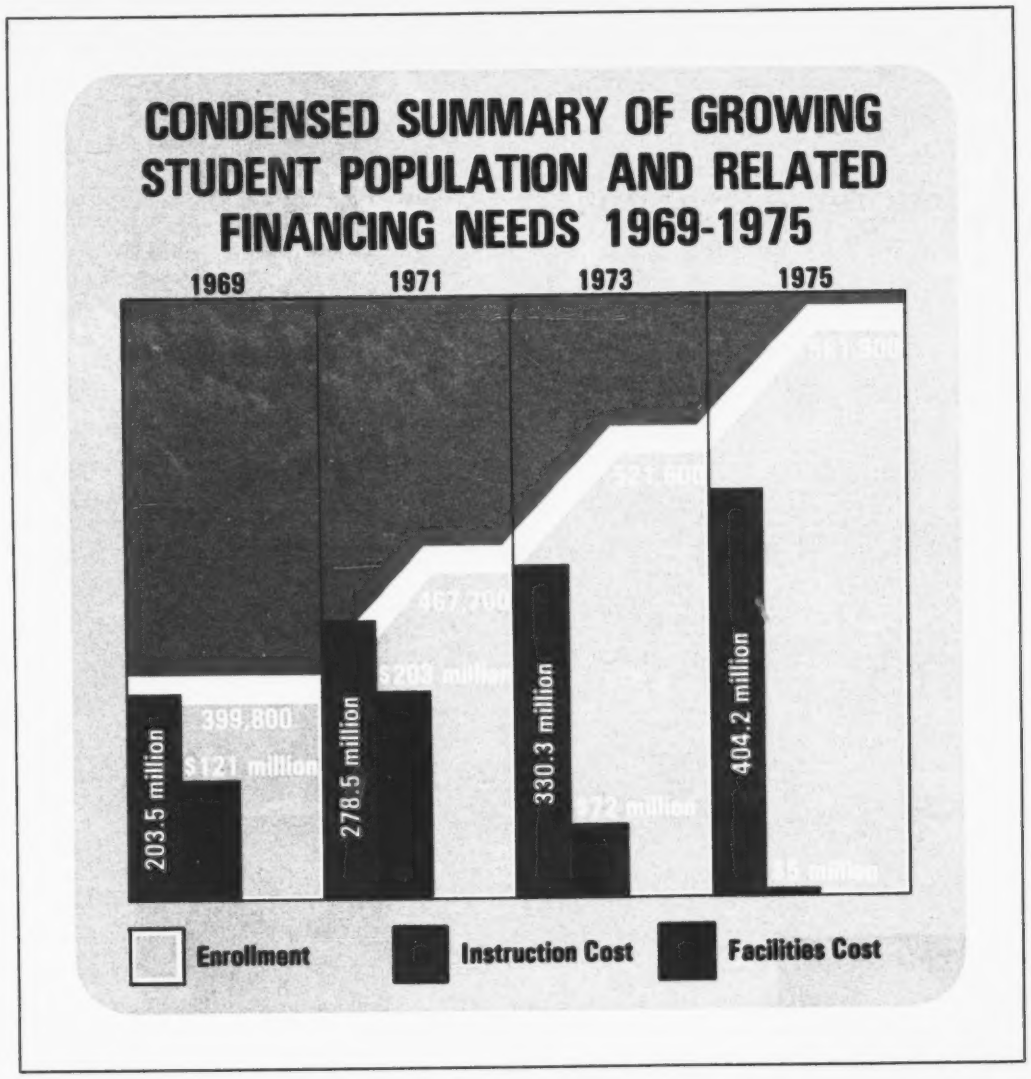



**FIG. 19**—SOARING STUDENT ENROLLMENTS IN THE YEARS AHEAD WILL NECESSITATE RISING FINANCIAL RESOURCES.

sible course of action. Certainly one overdue step is to increase the current unrealistic tuition rates, lowest in the nation. Such action is particularly justified in view of the wide variety of loan and scholarship programs now available.

The Board also will make recommendations to develop and refine cost-saving techniques in our system to ease in any degree possible the financial burden to the taxpayer and the student.

Examples of productive advances in this area are the library control systems at several universities and advance registration procedures developed at Texas A&M University. Many similar management innovations, taking full advantage of today's advanced technology, can be developed—indeed they must be developed—for greater efficiency in the 1970s. It is because of the Board's confidence in such breakthroughs to lower the unit cost of education that projections are made only through 1975. Significantly better utilization of the educational dollar should be possible through the final five years of the "Blueprint for Progress in Higher Education".

Regardless of the revenue course chosen by the Legislature, the willing assumption of that responsibility by the people of Texas is imperative. No investment is so critical to the destiny of our state and its people.

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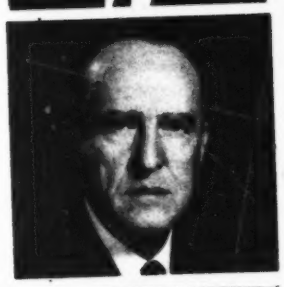

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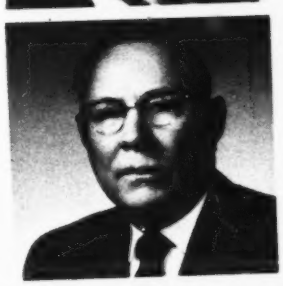

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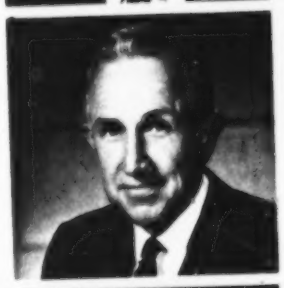

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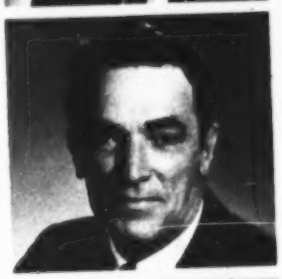

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Coordinating Board, Texas University and College System
Capitol Station, Austin, Texas
January 1969